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Leading Effective Change

Local Capacity Development Workshop
Egypt 2012

*Adapted from a lecture given by Nate Peck, Johnson Graduate School of Management, Cornell University



In this session we will:

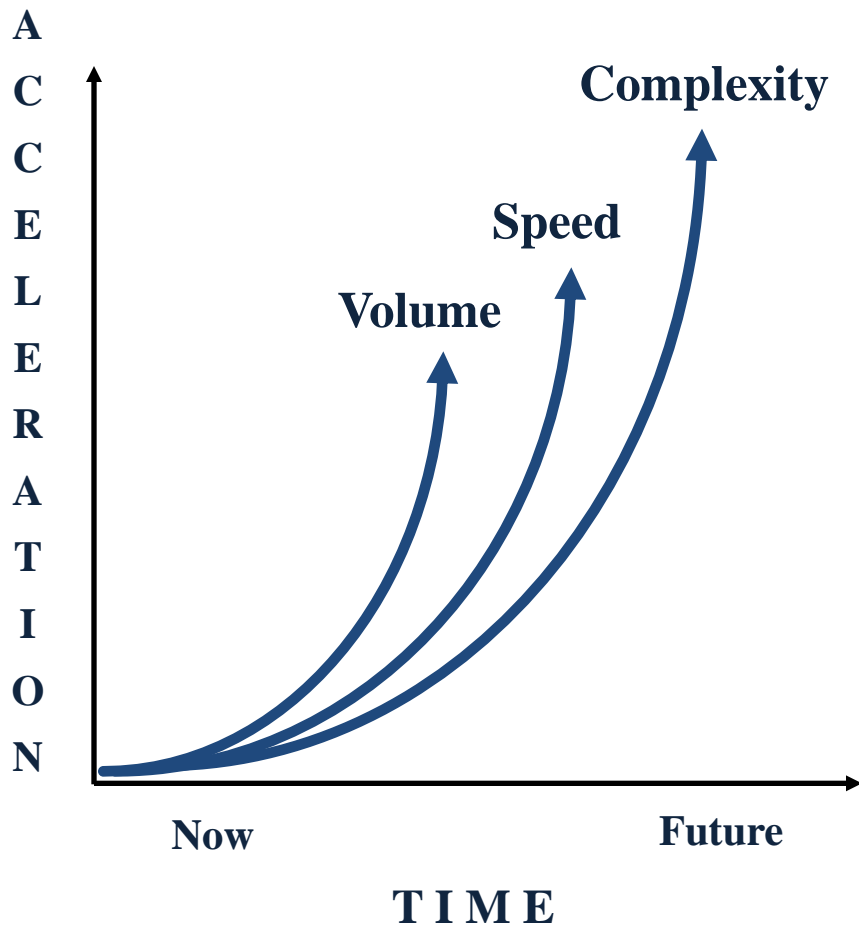
- Discuss how change happens and think about it in the context of IPR
- Learn how we can be effective champions of change for IPR



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The Pace and Impacts of Change

The increasing volume, speed and complexity of change creates turbulence



Aspects of a turbulent work environment:

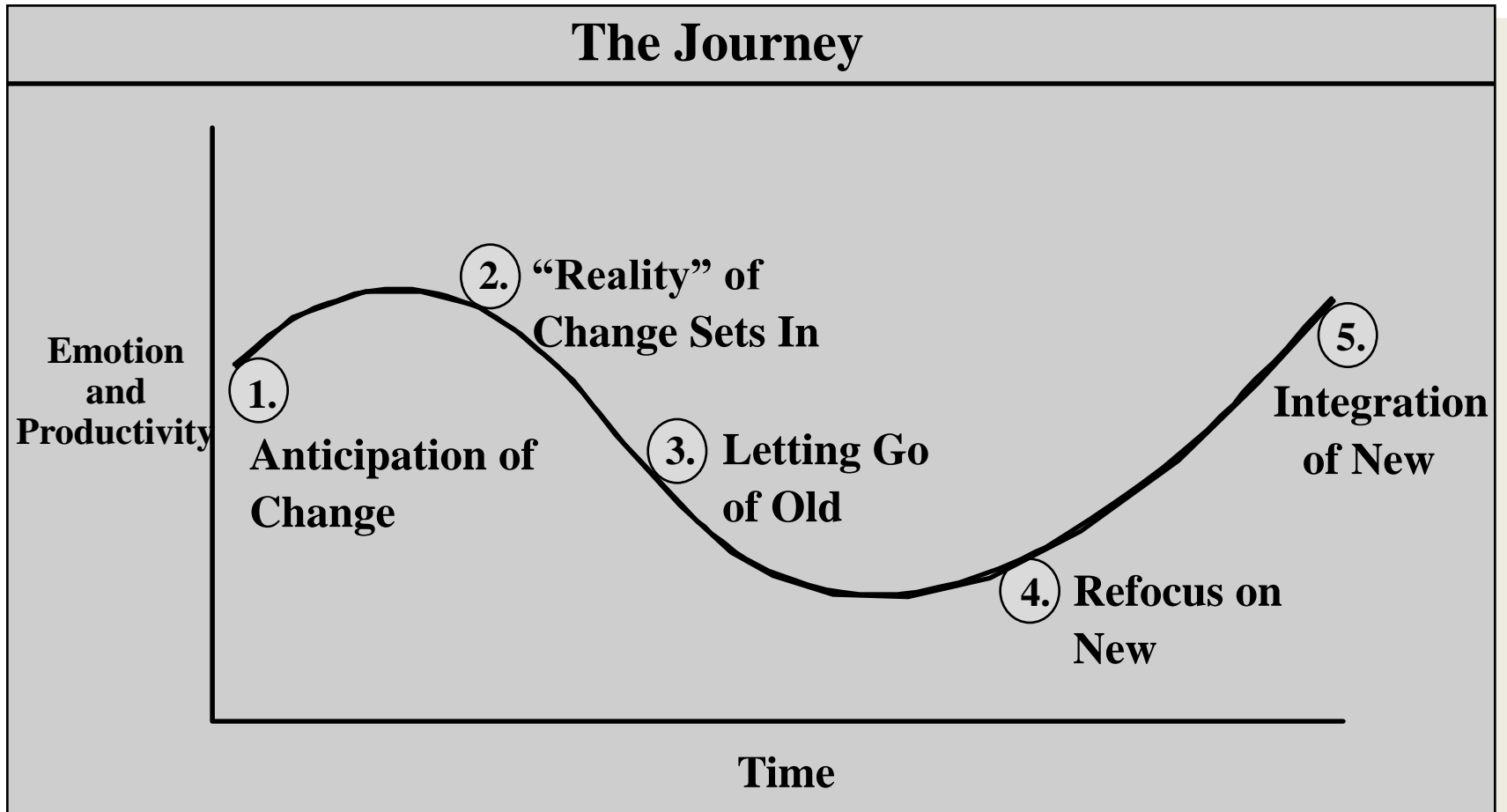
- More elements
- More interdependencies
- Unanticipated consequences
- Less time to react
- Less predictability and control
- Less shelf-life for solutions
- Overlapping Change Cycles

Which of these aspects is your Mission facing?



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How it Feels to Go Through a Large-Scale Change Experience

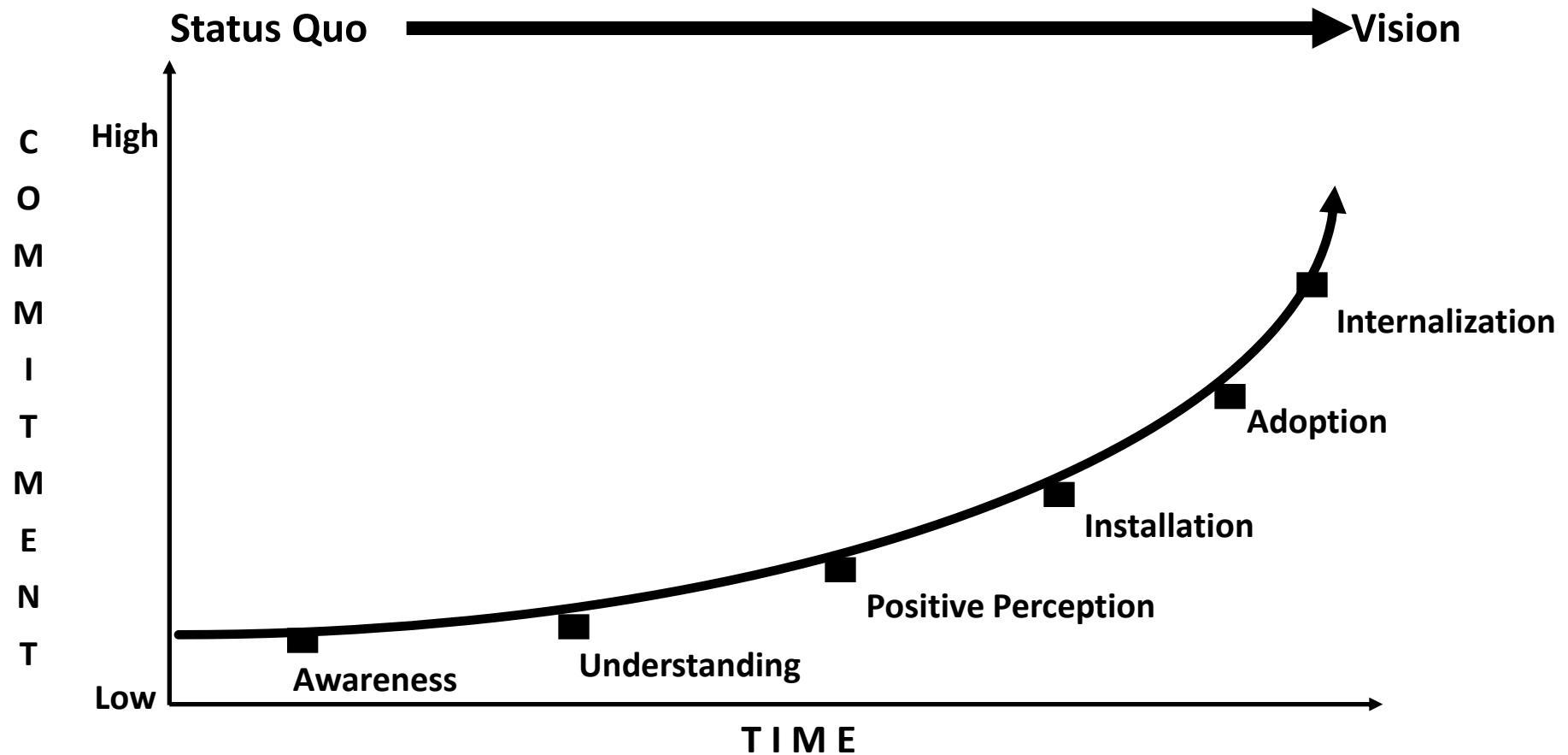




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Be Participative to Build Personal Commitment to Change

Stages for Creating Personal Commitment





Leading successful change requires:

- Sense of urgency
- Powerful coalition
- Vision
- Communication
- Empowerment (remove obstacles)
- Short-term wins
- Consolidate and increase wins
- Anchor change



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Factors Affecting Successful Change Management Strategies

Sponsorship	“Is there committed sponsorship not only to initiate the change but to sustain it when the going gets tough?”
Culture	“Does the existing culture enable or “disable” the change?”
Resistance	“Is there likely to be weak or strong resistance among impacted constituents to the change?”
Change Skills	“Do we have the skills within the organization to effectively manage the change process?”
Leadership Alignment	“Do we understand and agree upon common goals and priorities?”



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Field Missions and Washington

Partnering for Change

Washington is Changing:

- Policies and Regulations – e.g. New CFR 228 on Source, Origin and Nationality
- Improving Communication – Website Re-Design
- Skills Development – Training, Mentoring
- Enhancing Resources – Increased Staffing, Tools Development

Your Role:

- Washington serves the field; focus our efforts effectively by letting us know what tools and resources you need
- Champion change in your missions



Good communications about change:

- Are Proactive, Integrated
- Are Reliable, Accurate, Honest and Sensitive
- Acknowledge Risks, Issues
- Provide Non-Threatening Feedback Mechanisms
- Are Targeted to Audiences, and Focus on Their Concerns
- Provide Business Reasons for Decisions
- Repeated
- Given to Employees First
- Convey Appreciation

*We are not guaranteed success by good communications, but
poor communications will guarantee failure*



Change management

- Is a critical component of IPR's success
- Must be thought about carefully
- Must include the group and individual
- Builds on both logical and emotional sides of change
- Has clear sponsorship and champions at multiple levels

The LCD process will also require you to help local organizations manage their own internal change too!